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A Newly tested Transformational Leadership - Organizational Citizenship Behavior model: Among the Employees of the Jordanian Universities: An Empirical Study

Dr. Fakhri A. I. Bani Doumi

Police Science Academy / Sharjah – UAE

adoumi@psa.ac.ae

<https://orcid.org/0000-0002-7686-8856>

+971547696388

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Abstract:

The optimizations of a university's achievement require an effective leadership style to create an organizational citizenship behavior (OCB), as the excellence of such universities relies on mutual and collaborative efforts among their leaders, faculty members, employees, and students. The main objective of this study is to address and identify the impact of the transformational leadership style (TLS) on (OCB) in the universities in Jordan. The author has focused on five key aspects of (TLS) which are idealized behaviors, inspirational motivation, intellectual stimulation, individual consideration, and idealized influence, and five key aspects of (OCB), which are Conscientiousness, Sportsmanship, Civic virtue, Courtesy, and Altruism. This was achieved by validating the predesigned constructs of (Bass and Avolio, 2004) and (Podsakoff, et al., 1990) for the Jordanian university context by using structural equation modeling (SEM), both CFA and path analysis. Indeed, this required testing for the unidimensionality, reliability, and validity of the data which was randomly collected from 392 participants from the universities of Jordan, alongside testing the 5-5 model fit of (OCB) and (TLS) constructs in the Jordanian universities context and finally the path analysis to uncover the impact of (TLS) on (OCB). The results revealed that the pre-designed model was modified to include 18 items for the five components of (TLS) rather than the original 20 items, and 17 items for the five

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components of (OCB) rather than the original 24 items. Moreover, the five latent components of (TLS) loaded successfully into (TLS) general construct, whereas the five latent components of (OCB) loaded successfully into (OCB) general construct as well, where the respecified model was accepted based on the overall assessment of the model fit indices. Finally, (TLS) appeared to have a significant effect on (OCB), where $(OCB) = 0.411*(TLS) + 3.480 + e$, which means that (TLS) is a good predictor of (OCB), i.e., when TLS goes up by one unit, (OBC) goes up by 0.411 unit. Consequently, the author suggests practical implications for organizations and business practitioners, where, first, organizations should encourage their employees to recognize (TLS) and second, leaders should recognize their potential effect on employees' behavior and attitude, especially in the individual consideration to be fully engaged in their citizenship behavior for the good of their organizational success.

Keywords:

Transformational Leadership Style, Organizational Citizenship Behavior, Structural Equation Modeling (SEM), Jordan Universities.

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Introduction

Today, organizational development is emphasizing changes that include organizational environments, innovations, and flexibility that necessarily call for voluntary behavior from members of an organization. This means that organizations should have the capability of shifting their members' attitudes and behaviors such as loyalty, helping others, and organizational compliance (Podsakoff et al., 2000). For this reason, many researchers, from over two decades ago, in the field of organizational behavior, have paid attention to organizational citizenship behavior (OCB) which comes in a variety of forms and enabled diverse understanding and interpretations of this concept (e.g., Borman and Motowidlo, 1997; Bukhari et al., 2009; Podsakoff et al., 2000). Not only this but enabled scholars to look for direct or indirect factors impacting (OCB), Such as organizational justice, organizational procedural features, organizational supports, organizational fairness, organizational structure, and characteristics of leaders (e.g., Asgari et al., 2008; Eisenberger, Fasolo & Davis-LaMastro, 1990 and Romzek, 1990). Indeed, all of these factors have been identified as having an effect on (OCB), i.e. they are likely to direct employees to reciprocate with a positive work attitude (Aryee et al., 2002). In this regard, transformational leadership (TLS) is one of the factors that has received considerable attention because of its positive effects on (OCB) (e.g., Barling et al., 1996; Podsakoff et al., 1996; Rai and Sinha, 2000).

According to Bass and Avolio, 1990; Bass and Riggio, 2010; Podsakoff et al., 1990, TLS emphasizes the way leaders develop and affect employees' behavior through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. They asserted that each behavioral element of (TLS) is highly related to

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employees' (OCB). Several additional studies support the positive relationship between (TLS) and (OCB). Pillai et al. (1999) showed that (TLS) is directly and significantly related to (OCB). In their empirical study, Purvanova, Bono, and Dzieweczynski (2006) asserted that leaders' transformational behavior influences employees' attitude, behavior, and perception of their job (e.g., meaningfulness and importance of the work), and that lead in turn to improve employees' citizenship performance. According to Shephard, Brown, and Guiney, 2017, this necessarily applies to universities institutions around the world, as these institutions are always striving for competence, growth, and excellence to cope with the dynamic pace of changes. Eventually, this can be extended to universities in Jordan as the bond between the employees and the leaders plays an essential role in creating a suitable environment needed to optimize such goals and outcomes (Cheng and Wang, 2017). This means that the optimizations of university achievement require effective leadership styles to create an organizational citizenship behavior (Altbach and Salmi, 2011, and Silva and Ranasinghe, 2017).

In Jordan, the growth of the educational industry is reportedly impressive in the past two decades. Jordan has 29 universities that collectively generate thousands of graduates each year in many specialties, including engineering and medicine, for the local market and for neighbouring countries especially the Gulf countries. (mohe.org, 2018). However, universities in Jordan are with mixed cultures of local and international students (Allmer, 2018). This might potentially impact their performance in general and (OCB) in particular which is the main focus of this study. Thus, this study comes to address and identifies (OCB) in Jordan universities and how it is impacted by (TLS) in particular. As a matter of fact, many scholars have paid attention to this subject matter. However, despite the existing researches conducted on this subject matter, they are, to the authors' knowledge, all descriptive in nature on the one hand and never relied on a validated model on the other hand. For this reason, this study came out in search of a valid model to investigate the impact of (TLS) on (OCB) and this is where the problem of this study arose from, where its significance comes from the fact that it is the first study to validate a TLS-OCB model to evaluate the impact of (TLS) on (OCB) in the sector of universities in Jordan

Organizational Citizenship Behavior (OCB)

(OCB) is recognized by the formal reward system as the individual's behavior that collectively promotes the effective functioning of any particular organization. Khan and Abdul Rashid (2012) suggested that (OCB) mainly involves five aspects: conscientiousness, civic virtue, courtesy, sportsmanship, and altruism. Altruism points to the readiness of employees to help their colleagues in their tasks in an organization. Courtesy points to the respect expressed by employees for colleagues. Sportsmanship points to the readiness of employees to accept less optimal conditions and the presence of a positive attitude among them without showing complaints. Civic virtue points to the improvement of a company. Conscientiousness points to behavior that is not required by the organization. In their study, Cohen & Vigoda (2000) expressed their opinions about the importance of (OCB) in organizations and make emphasis of the improving roles of (OCB) in the effective performance of organizations.

(OCB) can be argued as activities that are extra to an employee's formal job requirements (Ozyilmaz et al., 2018). Smith, Organ, and Near (1983) emphasized that (OCB) does not depend on incentives. The study of Akinbode (2010) did not show a positive association between some factors including age, gender, tenure, management level organization, demographic variables, and (OCB) among participants. For example, Okediji, Esin, Sanni, and Umoh (2009) did not show any role for gender in (OCB). Kim (2009) showed that (OCB) does not depend on financial returns but on the perception of employees of their personal values in their organization. However, other studies showed that females were more likely to exhibit (OCB) than males and to increase with age. Moreover, Broucek (2003) conducted a study to evaluate the reasons beyond student organizational citizenship behavior (OCB) in an academic setting depending on facets scales of the NEO-PI-R and other five dimensions of the five-factor model of personality. It was found that warmth, a facet of extraversion, was the strongest predictor of (OCB).

Overview of Leadership and Leadership styles

Leadership is considered a basic concept that implies the influence on followers and is involved in the development of the organizational theory in management. Leadership is almost conceptualized within behavioral domains (Bass and Avolio, 1990). According to (Goleman, Boyatzis, and Mckee, 2002), there has been increased interest over time in the aspects related to practices of leadership from a quality point of view. Leaders are interested in achieving success by satisfying the goals and objectives of their organizations. In addition, People in general, and leaders or managers in particular, tend to possess leadership skills inherently and then learn certain leadership characteristics and skills to manage challenges that may arise in various situations throughout life, assisting them to successfully overcome challenges and obstacles. Thus, individuals or organizations that do not have well-developed, skilled leaders may often face invincible challenges.

Taking into consideration the widely accepted axiom that leaders are not exclusively "born leaders" but are, rather, most often "grown" or "developed", researchers worked to develop some instruments and tools to measure styles of leadership, that involved certain behavioural traits associated with good leadership (Burns, 1978). Styles of leadership include laissez-faire leadership Transactional Leadership and Transformational Leadership (TLS) which, the latter, is our main focus in this study.

(TLS) is a style of leadership, in which the leader identifies the changes needed, creates a vision to guide the change through inspiration, and executes the change with the commitment of the members of the group. (TLS) involves the needs of both organizational needs and goals, and the needs of followers (Avolio and Bass, 2004). Transactional Leadership is a style of leadership that is based on the setting of clear objectives and goals for the followers as well as the use of either punishments or rewards in order to encourage compliance with these goals (Northhouse, 1997). The laissez-faire leadership is a leadership style in which leaders are hands-off and allow group members to make the decisions. Leaders in this style of leadership give their followers some rights to identify all policies and procedures without interferences of the leader. It is thought that laissez-faire leaders believe followers give their best when left alone (Avolio and Bass, 2004).

TLS and OCB in Jordan

Nusair, et al.(2012) provided a deeper understanding of how (TLS) is related to innovative behavior in the Jordanian public sector. They demonstrated that (TLS) is a good predictor of innovative behavior. In addition, they found that place of work had a significant effect on the attitudes of the participants toward the TLS behavior of their managers and their innovative behavior. Moreover, Tareq (2016), in his research, on three banks operating in Jordan, considered the role of TLS in its four components—inspirational motivation, idealized influence, individual consideration, and intellectual stimulation and their influence on organizational performance. The results showed that leaders need to focus on inspirational motivation, individual consideration, and intellectual stimulation to improve outcomes for organizational performance where idealized influence was found to be not a significant factor contributing to this outcome. Moreover, Akif and Sahar (2013) investigated the Impact of the three Leadership Styles of the Academic Staff on Modifying Students' Behavior in Jordanian Public Universities. The results showed that the academic staff used the democratic style and that democratic leadership had an effect on modifying students' behavior. More importantly, Khasawneh(2011) investigated the impact of shared leadership on organizational citizenship behavior among faculty members in Jordanian public universities. The results showed that shared leadership is practiced moderately based on the perceptions of faculty members in Jordanian public universities. In addition, faculty members showed moderate OCB as represented by its overall mean score. And that shared leadership has a prediction power for the OCB of the faculty members.

From the above insights on (TLS), (OCB) and their contexts, together with those of many other authors, the researchers of this current study have focused on five key aspects of (TLS) and five key aspects of (OCB). The five key aspects of (TLS) are idealized behaviors, inspirational motivation, intellectual stimulation, individual consideration, and idealized influence and the five key aspects of (OCB), are Conscientiousness, Sportsmanship, Civic virtue, Courtesy, and Altruism. Actually, with regards to OCB, the researchers have adopted the five aspects of TLS which are composed of 20 items or questions, from the Multifactor Leadership Questionnaire (Bass and Avolio, 2004), where the other five aspects of OCB, which are composed of 24 items or questions were adopted from (Podsakoff, et al., 1990), after being subjected to validation. appendix (1) presents the five aspects of TLS with its items or questions while appendix (2) presents the five aspects of OCB with its items or questions. Thus, our study is based and limited to the above-mentioned 10 aspects and the main objective of this study is to build a model using structural equation modeling (SEM) that is capable of measuring the impact of the (TLS) on (OCB) in the universities of Jordan. In fact, this requires us to test for the reliability and validity of the data collected alongside the model fit for (OCB) and (TLS) constructs in the Jordanian universities context and finally, the path analysis to reveal the impact of (TLS) on (OCB).

Hypothesis

H1.1: the covariance among the 20 items of TLS can be accounted for by the five factors (i.e. idealized behaviors, inspirational motivation, intellectual stimulation, individual consideration and the idealized influence) and these five factors can be accounted for by a single factor which is the (TLS) construct

H1.2: the covariance among the 24 items of (OCB) can be accounted for by five factors (i.e. Conscientiousness, Sportsmanship, Civic Virtue, Courtesy and Altruism) and these five factors can be accounted for by a single factor which is the (OCB) construct. H1.3: Covariance among the 44 items of TLS and OCB can be accounted for by a restricted 5-5 factor model, namely (TLS) (idealized behaviors, inspirational motivation, intellectual stimulation, individual consideration and idealized influence) and (OCB) (Conscientiousness, Sportsmanship, Civic Virtue, Courtesy and Altruism), wherein each factor represents a particular conceptual component of (TLS) and (OCB) and each item is reflective only of a single construct (i.e. loads only onto (TLS) or (OCB)construct), while all factors are correlated.

H1.4: the model shows that (TLS) has a direct impact on (OCB).

Methodology

The methodological nature of this paper is hypotheses testing. This can be achieved by structural equation modeling (SEM), where Confirmatory factor analysis (CFA) is employed for model fit, validity, and reliability of the data, while path analysis is used to estimate the impact of (TLS) on (OCB), with the Maximum Likelihood (ML) estimation method. Confirmatory factor analysis is deemed one of the best-known statistical procedures for testing a hypothesized factor structure (Bollen, 1989 and Byrne, 2001). The statistical software AMOS 4.0 was used to perform confirmatory factor analysis. To achieve this, the study has used a predesigned model of (OCB) and (TLS). (TLS) construct is composed of 5 components totaling 20 items, while (OCB)construct is composed of 5 components with 24 items. These constructs were tested for model fit validity and reliability. For this, a total of 418 self-administered questionnaires, covering the 44 items of (TLS) and (OCB), alongside the demographic questions, as shown in the appendix (1) and (2), were distributed to employees in universities in Jordan, where only 392 questionnaires were returned valid after data screening which represents 94% of the distributed questionnaires. The questionnaire uses a 5-point Likert scale; 5=Not at All, 4=Once in a While, 3=Sometimes, 2=Fairly Often, 1=Frequently If Not Always

The model fitness is evaluated using several criteria, including the Chi-square Goodness-of-Fit test statistic, degree of freedom, Chi-square/df, Joreskog and Sorbom's Goodness-of-Fit index (GFI), Adjusted Goodness-of-Fit index (AGFI), the rescaled noncentrality parameter (NCP), Root-Mean-Square Residual (RMR), Normed Fit Index (NFI), Comparative Fit Index (CFI), Root Mean Square Error of Approximation (RMSEA), and PCLOSE. The first regression path in each measurement component is fixed at (1) for model identification purposes. All items of both constructs were initially incorporated into the model testing for First-order confirmatory factor analysis and the remaining were incorporated in the Second-order confirmatory factor analysis. Several criteria were used to evaluate the items, including each item's error variance estimate; evidence of items needing to cross-load on more than one component factor as indicated by large modification indices; the extent to which items gave rise to significant residual

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covariance; parsimony purpose; regression coefficient of each item; reliability of the item and the reliability of the whole construct. Additionally, the logic and consistency of data with the theoretical framework were considered when evaluating each item.

Results

Demographic characteristics of study participants

Table (1) characterizes the comparative demographic of the study participants. The mean age for employees in universities was 41.5 years, where 51.0% were less than 40 years and 49.0% were 40 years and older. However, 61.5% were male and 38.5% were female. Bachelor's and doctorate levels of education dominated the sample with 27.8% and 25.5% respectively. In addition, academic staff members scored the highest ratio with 38.5%. Moreover, years of experience varied where 12.0% of the participants had 1-5 years, 29.6% 6-10 years, and 58.4% 11 years and more . The largest proportion of income was for 500 and less with 40.1% and for 501-1000 JD (32.7%) as shown in Table (1).

Table(1): Demographic characteristics of study participants

Group	Frequency	Percentage%
Gender		
Male	241	61.5
Female	151	38.5
Age		
Less Than 40 Years	200	51.0
40 Years And Older	192	49.0
Level Of Education		
High School And Less	59	15.1
Diploma	53	13.5
Bachelor	109	27.8
Master	71	18.1
Doctorate	100	25.5
Type Of Work		
Services	105	26.8
Technicians	62	15.8
Academic	151	38.5
Management	74	18.9
Years Of Experience		
1-5 Years	47	12.0
6-10 Years	116	29.6
11 Years And More	229	58.4

Group	Frequency	Percentage%
Income In JD		
500 And Less	157	40.1
501-1000	128	32.7
1001-1500	69	17.6
1501 And More	38	9.7
Type Of University		
Public	188	48.0
Private	204	52.0

Data analysis: First-order confirmatory factor analysis

In order to estimate the validity and reliability of the data of both main constructs, this study conducted and considered multiple model-fit indices provided by SEM. In the model, the variances are fixed to 1 so that the scales of the factors are identified. This is conventionally done because the scale of latent factors is arbitrary (we do not measure latent variables directly so that they could be defined on any unit of measurement). The initial measurement model fit indices without any modification were: Chisquare = 2595.910, Chi-square/df= 3.029, df= 857 , GFI = .756 , AGFI= .718, CFI= .807, TLI= .787, IFI = .809, RMSEA = .072. However, Table 1 shows the Recommended and Acceptable Values or GOF Indices of the Measurement Model where otherwise is considered as a bad fit for the model

Table 2: the overall assessment of the model fit indices

Fit index	Recommended Values	Acceptable Values	Source
CMIN			
(χ^2)			
p-value	> 0.05	≥ 0.000	Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2010)..
χ^2/df	≤ 3.00	≤ 5.00	Bagozzi, & Singh, (1991).
GFI	≥ 0.90	≥ 0.80	Hoyle & Kenny (1999)
AGFI	≥ 0.80	≥ 0.80	Hoyle & Kenny (1999)
CFI	≥ 0.90	≥ 0.90	Bagozzi, & Singh, (1991).
TLI	≥ 0.90	≥ 0.90	Hair et al., (2006)
IFI	≥ 0.90	≥ 0.90	Hair et al., (2006), <i>Karakaya and Aksu (2018)</i> .
RMSEA	0.05 to 0.08	≤ 0.10	Schumacker, & Lomax(1996)

However, based on the values in table 2, the study found that the initial model can be improved to better fit the data. For this, one item was eliminated from idealized behavior and one item was eliminated from individual consideration, where only 18 items remained from 20 items in the final construct of (TLS). On the other hand, 3 items were eliminated from Conscientious, 2 items were eliminated from Sportsmanship, 2 items were eliminated from Civic Virtue, and none were eliminated from Courtesy and Altruism ending up with 17 items from 24 items for the final construct of (OCB). Actually, items

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were eliminated based on the low squared multiple correlations and low standardized regression weights below the cut-off 0.5 weight (Hair et al., 2017a). Consequently, the re-specified first-order model fit indices are: Chisquare = 1435.912 , Chi-square/df=3.0 , df= 510 , GFI = .820, AGFI=0.8, CFI= .869 , TLI= .847, IFI = .870, RMSEA = .068 and these model fit indices of the constructs were all within the acceptable range, including factor loading. These results indicate that the respecified model fits better to the sample data than did the original model.

Running (CFA) enabled the study to have checked, error variance, composite reliability(CR), average variance extracted(AVE), and internal reliability. The average variance extracted indicates the overall amount of variance in the items explained by the latent construct. composite reliability means the shared variance among observed variables (Fornell and Larcker, 1981). According to Fornell and Larcker (1981), the AVE is recommended to be greater than 0.50. Indeed, the result of the CR also satisfied the criteria, which are recommended to be greater than 0.60 (Fornell and Larcker, 1981). Lastly, all factor-loading values of the observed items were acceptable, ranging from 0.42 to 0.90 as shown in table (3)

Table 3: Results of Quality of measurement

Items	Estimate	Est ²	1- Est ² (Error Var)	Composite Reliability	Average Variance Extracted	Internal Reliability
IB2	0.68	0.46	0.54			
IB3	0.72	0.52	0.48			
IB4	0.61	0.37	0.63			
Idealized behaviors	2.01	1.35	1.65	0.71	0.45	0.64
IM1	0.57	0.32	0.68			
IM2	0.53	0.28	0.72			
IM3	0.49	0.24	0.76			
IM4	0.59	0.35	0.65			
Inspairational motivations	2.17	1.18	2.82	0.63	0.30	0.61
IS1	0.49	0.24	0.76			
IS2	0.53	0.28	0.72			
IS3	0.80	0.64	0.36			
IS4	0.49	0.24	0.76			
Intellectual stimulation	2.31	1.41	2.59	0.67	0.35	0.67
IC1	0.42	0.18	0.82			
IC3	0.71	0.51	0.49			
IC4	0.78	0.60	0.40			

Items	Estimate	Est ²	1-Est ² (Error Var)	Composite Reliability	Average Variance Extracted	Internal Reliability
Individual considerations	1.91	1.29	1.71	0.68	0.43	0.64
II1	0.71	0.51	0.49			
II2	0.67	0.45	0.55			
II3	0.79	0.62	0.38			
II4	0.63	0.39	0.61			
Idealized influence	2.80	1.97	2.03	0.79	0.49	0.78
Cons3	0.58	0.34	0.66			
Cons4	0.74	0.54	0.46			
Conscientiousness	1.32	0.88	1.12	0.61	0.44	0.78
Sport2	0.53	0.28	0.72			
Sport4	0.80	0.64	0.36			
Sport5	0.59	0.35	0.65			
Sportsmanship	1.92	1.27	1.73	0.68	0.42	0.64
CivVir2	0.82	0.67	0.33			
CivVir4	0.53	0.28	0.72			
Civic Virtue	1.35	0.95	1.05	0.63	0.48	0.82
Cour1	0.50	0.25	0.75			
Cour2	0.61	0.37	0.63			
Cour3	0.55	0.31	0.69			
Cour4	0.62	0.39	0.61			
Cour5	0.73	0.53	0.47			
Courtesy	3.01	1.85	3.15	0.74	0.37	0.73
Altru1	0.91	0.83	0.17			
Altru2	0.93	0.86	0.14			
Altru3	0.95	0.90	0.10			
Altru4	0.95	0.90	0.10			
Altru5	0.75	0.56	0.44			
Altruism	4.48	4.05	0.95	0.95	0.81	0.95

Second-order confirmatory factor analysis

The second-order confirmatory factor analysis is reported here to facilitate future adoption of the (TLS-OCB) measurement model in a full structural equation model. As shown in Figure (1), all the first-order factors load very well onto the second order (TLS) and (OCB)construct.

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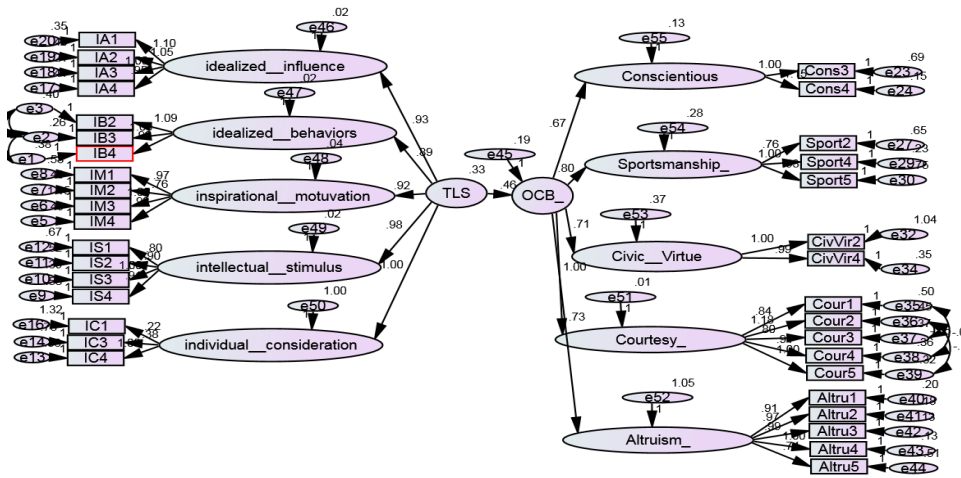


Figure (1): First-order factors loading onto the second order (TLS) and (OCB) constructs
 The regression weights are very close to each other and range from .339 to .969, with all critical ratios (t-value) above 1.96. In fact, the second-order confirmatory factor analysis, in this study, considered the goodness of fit index in table (2). Accordingly, the overall fit of the structural model was acceptable: $\chi^2(545) = 3.870$, GFI = .760, AGFI = .723, CFI = .778, TLI = .758, IFI = .780, RMSEA = .086, which are all within the acceptable ranges. The slight difference in estimations of the first-order and second-order confirmatory factor analysis occurs due to the emergence of slightly different degrees of freedom between executing the first-order and second-order measurement models. More importantly, a regression test, using AMOS, was conducted to uncover the Standardized Regression Weights for the impact of (TLS) on (OCB), where the results are reported in Figure(2) and Table 4

Table 4: Standardized Regression Weights from the regression test

	Estimate	R ²
IA <--- (TLS)	.975 ***	.950
IB <--- (TLS)	.952 ***	.906
IM <--- (TLS)	.929 ***	.937
IS <--- (TLS)	.968 ***	.862
IC <--- (TLS)	.560 ***	.313
OCB <--- (TLS)	.411 ***	.169
Intercept	3.480	

Moreover, regression weight for IA, IB, IM, IS and IC on OCB were .975, .952, .929, .968 and .560 respectively.

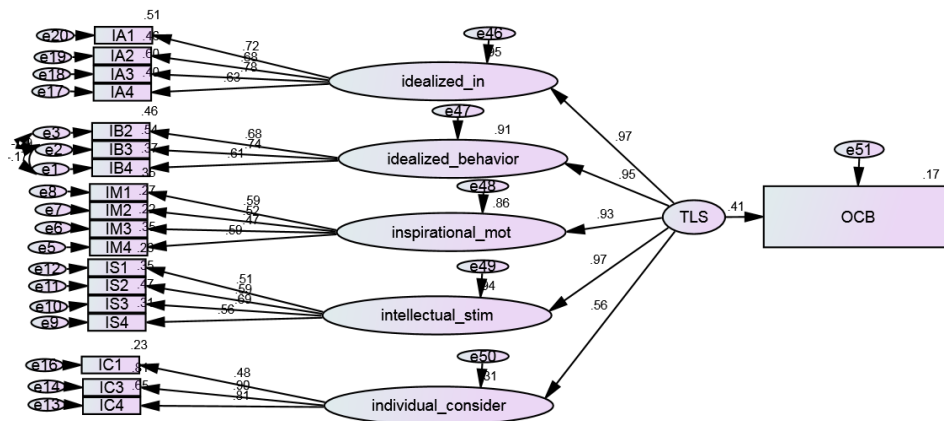


Figure (2): Standardized Regression Weights from the regression test

It is very noticeable from Table 4 that (TLS) appeared to have a significant effect on Organization Citizenship Behavior, where $(OCB) = 3.480 + 0.411(TLS) + e$. This means that (TLS) is a good predictor of (OCB), where when TLS goes up by one unit, OCB goes up by 0.411 units as shown in Figure (2)

Discussion and Conclusion

The main purpose of this paper was first to develop (TLS) and (OCB) constructs and validate them through confirmatory factor analysis. Second, to test the impact of (TLS) on (OCB). To accomplish these purposes, the authors first reviewed the literature on (OCB) and (TLS) and then developed a research model and hypothesis that involved factors of (OCB) and (TLS) which were developed by theoretical discussion and hypotheses that was verified by empirical analysis. As mentioned, (TLS) and (OCB) general constructs consist of five components each, where each is measuring a different aspect of both (TLS) and (OCB). Therefore, these new constructs clearly depart from the (TLS) and (OCB) based components.

These constructs were tested and validated, using confirmatory factor analysis, for 392 cases that were sampled randomly. The unidimensionality, reliability, and validity of data were tested using confirmatory factor analysis. The results of quality of measurement, which included components factors loading or standardized regression weight, error of variance, composite reliability, average variance extracted, and internal reliability, are illustrated in Table 3. The first two hypotheses incorporating the initial 20 items for the five components of (TLS) and 24 items for the five components of (OCB) were rejected, where the hypotheses were modified to include 18 items for the five components of (TLS) rather than the original 20 items and 17 items for the five components of (OCB)

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rather than the original 24 items. In fact, the respecified factor loadings were all accepted based on the overall assessment of the model fit indices.

For the third hypothesis, the five latent components of (TLS) loaded successfully into (TLS) general construct, whereas the five latent components of (OCB) loaded successfully into (OCB) general construct as well, as shown in Figure 1. Additionally, the respecified (TLS-OCB) measurement model demonstrated a relatively good fit with the sample data, based on the overall assessment of the model fit indices, as shown in Figure (1).

More importantly, the result of the structural equation model analysis support hypothesis 4, which expected (TLS) to have a positive effect on employees' (OCB), where, (TLS) appeared to have a significant effect on Organization Citizenship Behavior, where $(OCB) = (0.411) (TLS) + 3.480 + e$. This means that (TLS) is a good predictor of (OCB), where when TLS goes up by one unit deviation, OBC goes up by 0.411 units. Moreover, the analysis showed the size of impact for IA, IB, IM, IS, and IC on (TLS) which was .975, .952, .929, .968, and .560 respectively

Further, the final constructs and impact of (TLS) on (OCB) were checked against theories and demonstrated coherence. Indeed, the analysis showed that the relationship between the measured variables and theoretical variables generally coincided with past results of other studies such as Nusair, et al. (2012), Tareq (2016), Akif and Sahar (2013), and Khasawneh (2011). Thus, it is evident from the analysis that (TLS) in all of its components ((idealized behaviors, inspirational motivation, intellectual stimulation, individual consideration, and idealized influence) as perceived by employees turned out to be a variable having a significant effect on (OCB) and consequently a good predictor of (OCB), though individual consideration was the least effective. This means that the more a leader encourages and instills idealized behaviors, inspirational motivation, intellectual stimulation, individual consideration, and idealized influence, the more the employees are prone to achieve the objective of an organization in carrying out their duties in their readiness to perform and engage in Conscientiousness, Sportsmanship, Civic Virtue, Courtesy and Altruism which form the components of the (OCB). These results are supported and consistent with most of the scholars and previous studies (e.g., Goleman, Boyatzis, and Mckee, 2002; Burns, 1978; Khan and Abdul Rashid, 2012; Organ, 1988; Cohen & Vigoda, 2000; Broucek, 2003; Aryee et al., 2002; Barling et al., 1996; Podsakoff et al., 1996; Rai and Sinha, 2000; Bass and Avolio, 1990; Bass and Riggio, 2010; Podsakoff et al., 1990; Purvanova, Bono, and Dzieweczynski, 2006; Pillai et al. 1999).

Based on these research results, the authors suggest practical implications for organizations and business practitioners. First of all, organizations should encourage their employees to recognize (TLS) to raise their practical effectiveness. When employees have high-level idealized behaviors, inspirational motivation, intellectual stimulation, individual consideration, and idealized influence, they carry out more (OCB), which is ultimately conducive to the organization. This must be accompanied by more attention to individual consideration. To ensure this, organizations should encourage employees to participate in the development of the organizational goals and to be aware of the organization's objectives should they want to encourage them to fully be engaged in

their duties. Moreover, as supported by empirical analysis of the effect of leaders' transformational behavior on employees, leaders should recognize their potential effect on employees' behavior and attitude, in the Jordanian universities contexts, to be fully engaged in their citizenship behavior for the good of their organizational success.

However, one of the methodological limitations of this paper is that both constructs are tested for the first time and therefore need to be subject to further studies, where more items may be considered and the whole constructs should be retested for validation which means that it requires replications in a vigorous and systematic manner (Churchill, 1979; Anderson and Gerbing, 1988). In addition, there are two other limitations to this study. First, it is possible that the findings are unique to any of the demographic variables which have not been checked. This is supported by Akinbode (2010) who did not show a positive association between some factors including age, gender, tenure, and management-level organization. For example, our study shows that males dominated females with a 241(61.5%)/ 151(38.5%) ratio. Furthermore, Kim (2009) showed that (OCB) does not depend on financial returns but on the perception of employees of their personal values in their organization. Second, the study only investigates the organizational level's factors as antecedents of (OCB). Individual characteristics and perceptions also have a positive effect on (OCB) (Chung and Oh, 2002). Therefore, future studies are needed to consider the organizational level factors and individual level factors in order to comprehensively understand the antecedents of (OCB).

Finally, in spite of such additional work required particularly in the methodological domain, the results reported in this paper are promising and provide a framework for measuring organizations' (TLS) and (OCB) and their impact, as well as a path leading to further studies

Appendices (1)

Appendix (1): TLS items

1) Idealized Influence

II1 (Instills pride in me for being associated with him/her.)

II2 (Goes beyond self-interest for the good of the group.)

II3 (Acts in a way that builds my respect.)

II4 (Displays a sense of power and confidence.)

2) Idealized Behavior

IB1 (Talks about their most important values and beliefs.)

IB2 (Specifies the importance of having a strong sense of purpose.)

IB3 (Considers the moral and ethical consequences of decisions.)

IB4 (Emphasizes the importance of having a collective sense of mission.)

3) Inspirational Motivation

IM1 (Talks optimistically about the future.)

IM2 (Talks enthusiastically about what needs to be accomplished.)

IM3 (Articulates a compelling vision of the future.)

IM4 (Expresses confidence that goals will be achieved.)

4) Intellectual Stimulation

IS1 (Re-examines critical assumptions to question whether they are appropriate.)

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- IS2 (Seeks differing perspectives when solving problems.)
- IS3 (Gets me to look at problems from many different angles.)
- IS4 (Suggests new ways of looking at how to complete the assignment.)

5) Individual Consideration

- IC1 (Spends time for teaching and coaching.)
- IC2 (Treats me as an individual rather than just as a member of the group.)
- IC3 (Considers me as having different needs, abilities, and aspirations from others.)
- IC4 (Helps me to develop my strengths.)

Appendix (2): OCB Items

1) Conscientiousness

- Cons1 (I believe in giving an honest day's work for an honest day's pay.)
- Cons2 (My attendance at work is above the norm.)
- Cons 3 (I don't take extra breaks.)
- Cons 4 (Obey organization rules and regulations even when no one watching.)
- Cons 5 (I am one of the most conscientious employees.)

2) Sportsmanship (reverse questions)

- Sport1 (I am the classic "squeaky wheel" who always needs greasing.)
- Sport 2 (I consume a lot of time complaining about trivial matters.)
- Sport 3 (I tend to make "mountains out of molehills".)
- Sport 4 (I always focus on what's wrong, rather than the positive side.)
- Sport 5 (I always find fault with what the organization is doing.)

3) Civic Virtue

- CivVir 1 (I keep abreast of changes in the organization.)
- CivVir 2 (I attend meetings that are not mandatory, but are considered important.)
- CivVir 3 (I attend functions that are not required, but help the organization's image.)
- CivVir 4 (I read and keep up with organization announcements, memos, and so on.)

4) Courtesy

- Cour 1 (I try to avoid creating problems for coworkers.)
- Cour 2 (I consider the impact of my actions on coworkers.)
- Cour 3 (I don't abuse the rights of others.)
- Cour 4 (I take steps to try to prevent problems with other workers.)
- Cour 5 (I am mindful of how my behavior affects other people's jobs.)

5) Altruism

- Altru 1 (I help others who have heavy workloads.)
- Altru 2 (I am always ready to lend a helping hand to those around me.)
- Altru 3 (I help others who have been absent.)
- Altru 4 (I willingly help others who have work-related problems.)
- Altru 5 (I help orient new people even though it is not required.)

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